



Current Topics

DoD Acquisition Workforce and Career Management

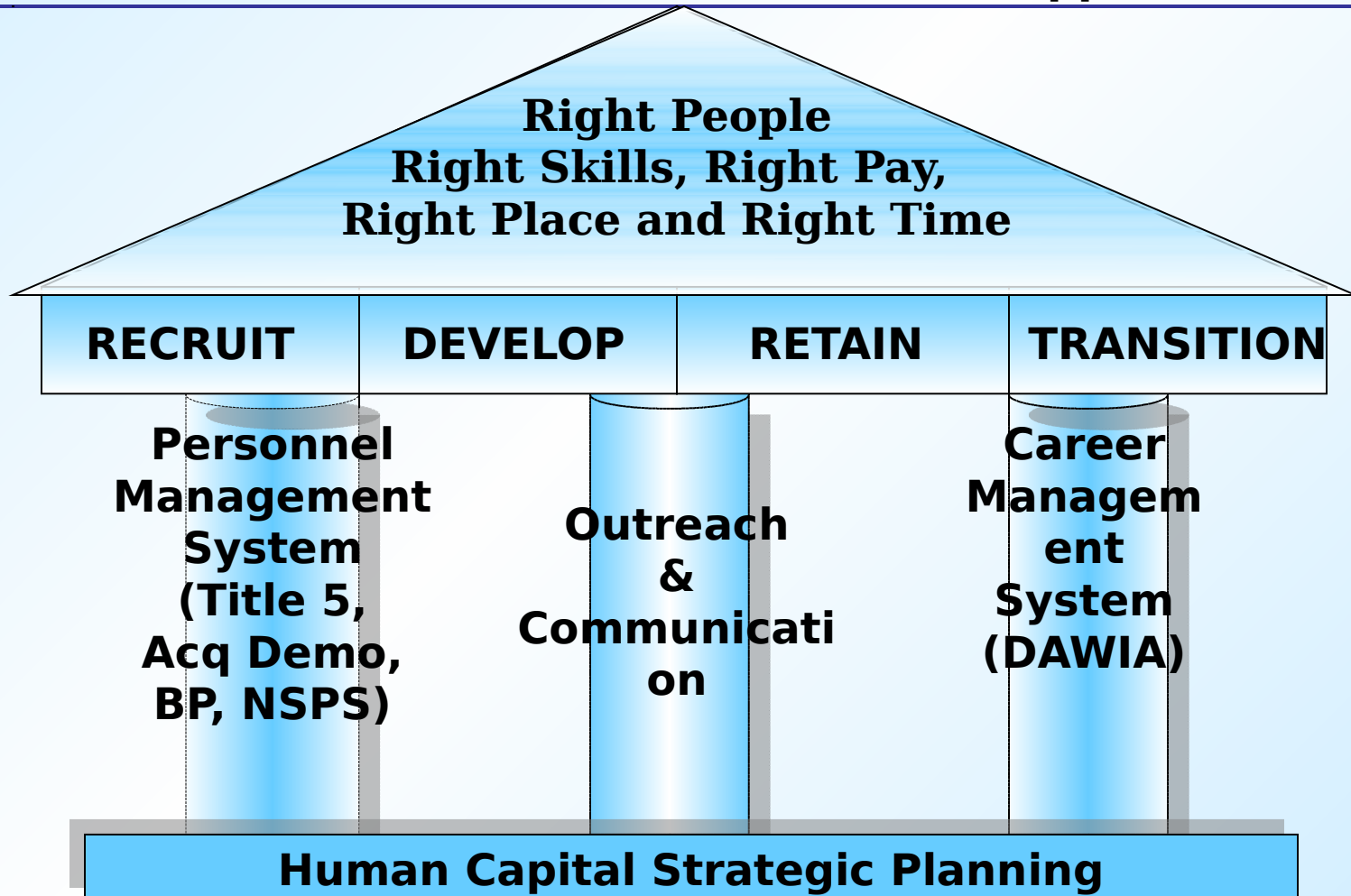
September 9, 2003

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ACQUISITION WORKFORCE & CAREER MANAGEMENT MISSION

DoD-Wide AT&L Mission: Provide material support to the Warfighter



USD (AT&L) GOAL: Revitalize the Quality & Morale of the AT&L Workforce



Shaping the Future Innovative Workforce

Right People

- Marketing/Recruiting
- Industry Assignment
- Alternative Certification

Right Place

- CRS
- Waiver Policy

Human Capital Strategic Planning

Right Skills

- Improved Training (RDT)
- Increased CL Offerings
- New Initiatives Template

Right Time

- Streamline DAWIA
- Longer tenure
- Direct Hire

Right Pay

- AcqDemo
- Best Practices NSPS

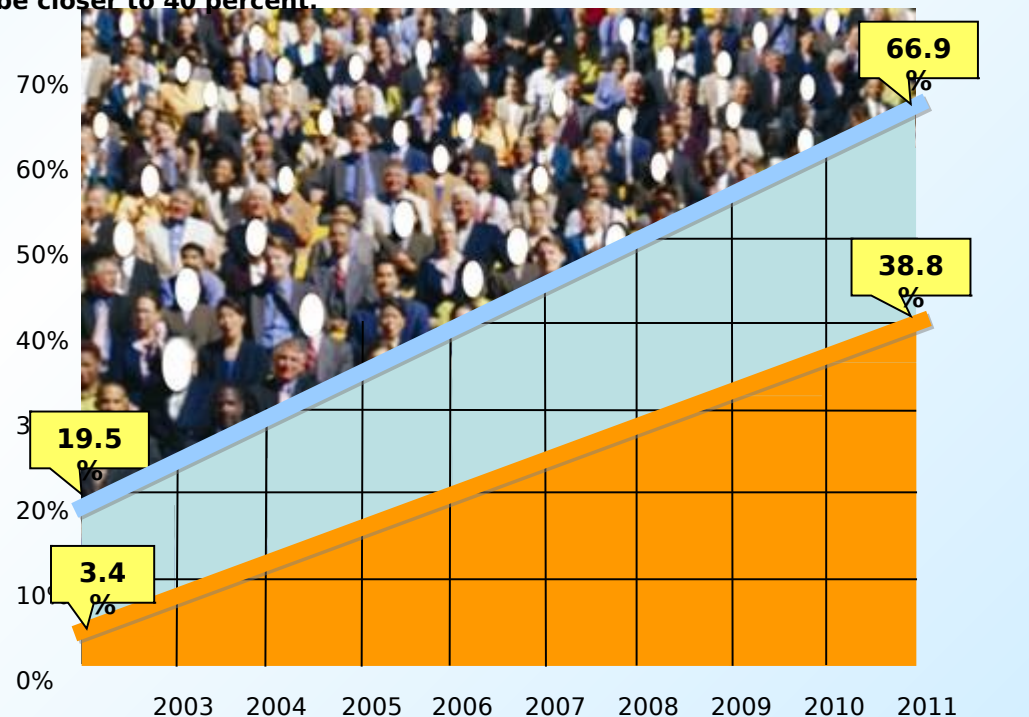


Acquisition Workforce & Career Management Current Issues

- Human Capital Strategic Planning
- AcqDemo
- Recruitment and Retention
- Data Systems Improvements
- Streamline Policies
- Outreach and Communications

Federal Employee Retirement

Nearly 70 percent of federal employees are eligible to retire between now and 2011, but the Office of Personnel Management projects actual retirements will be closer to 40 percent.



*Percentages are cumulative, based on employees on board as of Oct. 1, 2001

SOURCE: Office of Personnel Management (OPM)

Employees eligible to retire*

Employees projected to retire*



Shaping the Future Innovative Workforce





Transformation

“ We must change for a simple reason - the world has - and we have not yet changed sufficiently. The clearest and most important transformation is from a bipolar Cold War world where threats were visible and predictable, to one in which they arise from multiple sources, most of which are difficult to anticipate, and many of which are impossible even to know today.”

***Secretary of Defense Donald Rumsfeld
September 10, 2001***



People are the Enablers of Transformation*

- “Effective strategic **human capital management approaches** serve as the **cornerstone** of any serious change management initiative”
- “Requires long-term commitment to valuing human capital as a **strategic**

**Strategic Human Capital Management
-- Tops GAO's List of High Risk Areas
in 2001 and again in 2003!**

* Source: Transformation in the Government Workforce, 2003 and Beyond, presented by David M. Walker, Comptroller General, to the American Society for Public Administration, January 29, 2003



But More Compelling Reasons...

- Workforce “out of shape” from effects of budget cuts, downsizing and outsourcing
 - Organizations have been mostly reactive, lacking strategic alignment of workforce with future business direction
 - Skill imbalances and increased workload on remaining employees...lowers morale...the downward spiral effect!
- It makes “good business” sense!
 - Organizations need to become proactive --need to know where to take the budget cuts and downsizing
 - Can justify resources with strong business cases
- Workforce is aging -- the “bath-tub” effect
 - Baby-Boomers starting to retire & not enough people to fill-in
 - Competition with Private Sector for the quality employees
 - **Opportunity to re-shape the workforce!**



Human Capital Strategic Planning

- **Identified as a critical process by DoD and Congressional leaders - DoD policy in '02**
- **Now in third year of planning process**
- **Key question is what functions/skills do we need for the future, what do we have, and how do we move from here to there**
- **Need good human capital strategic planning to shape and defend the workforce**



Progress

“Change is one thing, progress is another.”

Bertrand Russell
British Philosopher



Our Progress to Date...

- Completed two cycles of Human Capital Strategic Planning--with **focus on Workforce Planning**
- Submissions from **Army**, **Navy**, **Air Force**, **DCAA**, **DCMA**, **DLA** and **MDA**
- Bottom-line: Components are in **early stages** of maturity in workforce planning
 - Difficulty in making business cases for policy and practices
 - Difficulty in projecting future desired distribution
- Some key lessons learned:
 - Need involvement of the “business units”
 - Need active executive participation
 - Plan on several years to mature the process



What's Needed for Mature Capability?

- Comprehensive **strategic planning process** as context for human capital strategic planning
- Effective **workforce planning**, which requires:
 - Databases that contain relevant [workforce information](#)
 - [Models](#) to estimate effects of human resource management policies and practices on inventory projections and to derive future workforce requirements
 - [Human capital](#) in the form of executives, functional staff, and human resource management staff with knowledge and skills needed to conduct workforce planning
- Need expanded resources to accomplish **cultural shaping**, **organizational design** and **performance planning** --to ultimately achieve mature Human Capital Strategic Planning



Shaping the Future Innovative Workforce





Why AcqDemo and Beyond

- Need for change:
 - Inflexible personnel processes result in a workforce that cannot posture itself for the rapidly changing environment.
 - The current personnel system does not motivate employees to increase their contribution to the organization and mission.
- Purpose of AcqDemo (and Best Practices):
 - Enhance the quality, professionalism, and management of the DoD Acquisition Workforce through improvements in the efficiency and effectiveness of the human resources management system
 - Retain, recognize, and reward employees for their contribution, and support their personal and professional growth
 - Restructure and renew the workforce quickly to meet diverse mission needs, respond to workload exigencies, and contribute to quality products, people, and workplace



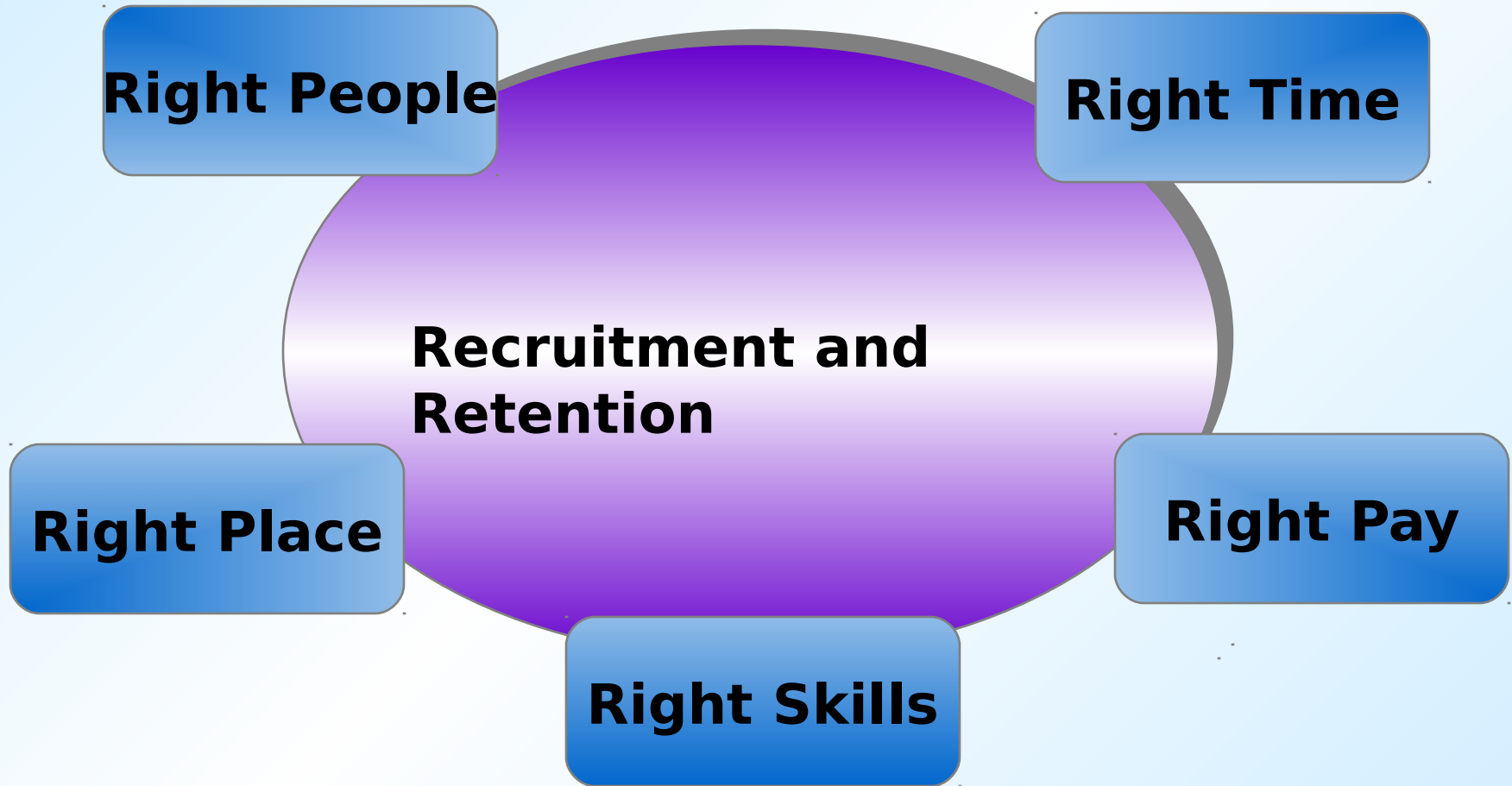
Next Steps

OUSD(AT&L) and OUSD(P&R) Jointly Plan for Transition to Best Practices (and to National Security Personnel System)

- Document transition decisions in coordinated transition plans for AcqDemo Best Practices and S&T Lab Best Practices *[June 2003]*
- Partner with all stakeholders to develop a single set of Best Practices Operating Procedures
- Incorporate lessons learned into Best Practices
 - Training
 - Use AcqDemo training/communication strategy for Best Practices
 - Incorporate organization mission, goals, and objectives into training
 - Evaluation
 - Shift focus from just *"proving"* to *"proving and improving"*
 - Continue to assess fairness and monitor costs
 - IT Infrastructure/Support
 - Develop common software infrastructure/support for Best Practices populations



Shaping the Future Innovative Workforce





EDWARDS AFB PILOT PROGRAM OBJECTIVE

Demonstrate commercial best practice marketing and recruiting initiatives at a government site that is traditionally difficult to recruit for. Collect data and share lessons learned to ensure Acquisition organizations can continue to recruit quality employees as the competition intensifies.



EDWARDS AFP PILOT PROGRAM

- Demonstrate a strategic approach to recruiting by:
 - Identifying & Improving Local Hiring Process
 - Modernizing Marketing Approach Using 21st Century Technologies
 - Building Lasting Relationships With Local Universities
 - Committing To Pursuing Top Quality Candidates
 - Passive & Active Job Seekers
 - Proactively Managing Candidates
 - Measuring Results
- Ensuring We Leave Edwards Postured For Continued Success From Our Deliverables



Central Referral System for the DoD-Wide AT&L Workforce

- **GOAL -- Remove barriers and expand opportunities for individuals to apply for DoD AT&L jobs outside their own organization, agency or service**
- **PROPOSED POLICY CHANGES -- Make sure AT&L jobs are opened up to individuals outside of their organizations, agencies or services**
 - **Broaden Area of Consideration:**
 - **All Level III positions (GS-13 and above/Demo equivalent) must be open DoD-wide**
 - **Pilot in 4th Estate --all Level II positions (GS-9/11/12 and Demo equivalent) must be open DoD-wide within geographic area/region**
 - **No change to Level I positions**
 - **All DoD AT&L positions must be advertised in USAJOBS**
- **PROCESS CHANGES -- Establish a single Web-based system that enables individuals to learn of or view all DoD AT&L job announcements**



Acquisition Careers Web Site

Background:

- **OPM's Recruitment One-Stop E-Gov to use USAJOBS as the single federal recruiting solution**
- **DoD is one of the partner agencies with OPM**
- **Monster Government Solutions awarded contract to upgrade and host USAJOBS**

Acquisition Careers Web Site Approach:

- **Contract with Monster to create a careers site that uses USAJOBS database and search engine**
 - **Develop "search page" that provides capability for customized search agents that allow individuals to search by agency, occ series, or career field, etc. for DoD AT&L jobs**
 - **Same look and feel as USAJOBS - same user profile, UserID and password as USAJOBS**
 - **Receive benefits of other improvements made to USAJOBS**
 - **5 search separate agents**
 - **Stores resumes and cover letters**
 - **Improved vacancy announcements and "vacancy announcement builder"**
- **Follow-up with a marketing campaign that drives people to the Web site**
- **Replaces DoD DACM CRS system**

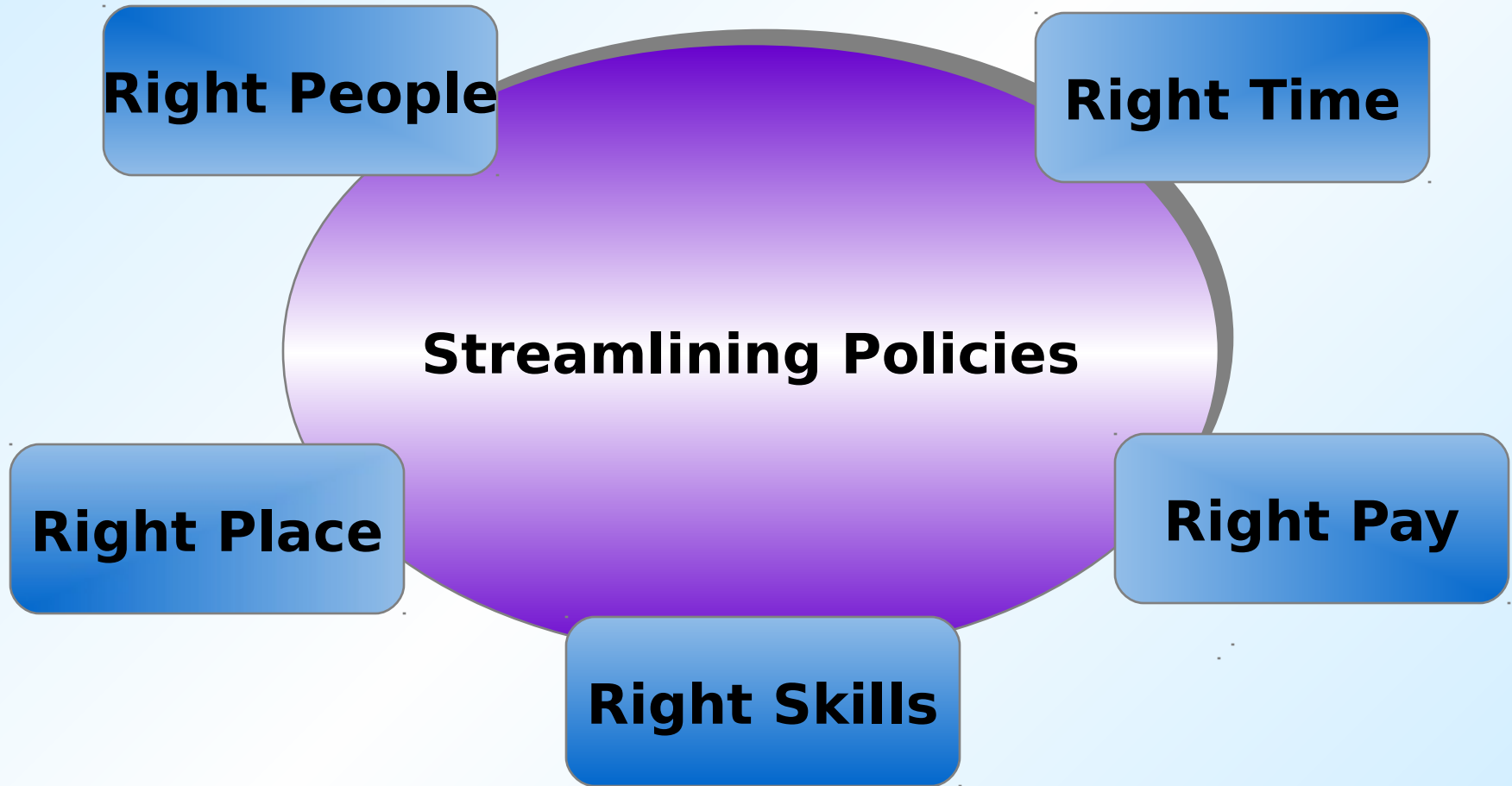


Alternative Certification

- **Demonstrate the Department values private sector credentials**
- **Identify private sector credentials as acceptable alternative in job announcements**
- **Build proactive relationships with associations while broadening applicant pool**
- **Target DAWIA Level II as appropriate entry point**
- **Develop some type of indoctrination training**
- **Modify fulfillment process**



Shaping the Future Innovative Workforce





Streamlining DAWIA

- Proposed legislation
 - Update (DAWIA is 12 years old)
 - Provide flexibility (manage the workforce without requirement to change the law)
 - Delete extreme detail (allow details to be regulatory)
- Rewrite DoD Directive and Instructions (with or without new legislation)
 - DoD Directive 5000.52, DoD 5000.52-M, DoD Instruction 5000.55, DoD Instruction 5000.58, and DoD 5000.58-R
 - Without the proposed legislation, rewrite to bring directive and instructions up-to-date and add allowable flexibility
 - With new legislation, revise the directive and instructions to implement new provisions of the law.

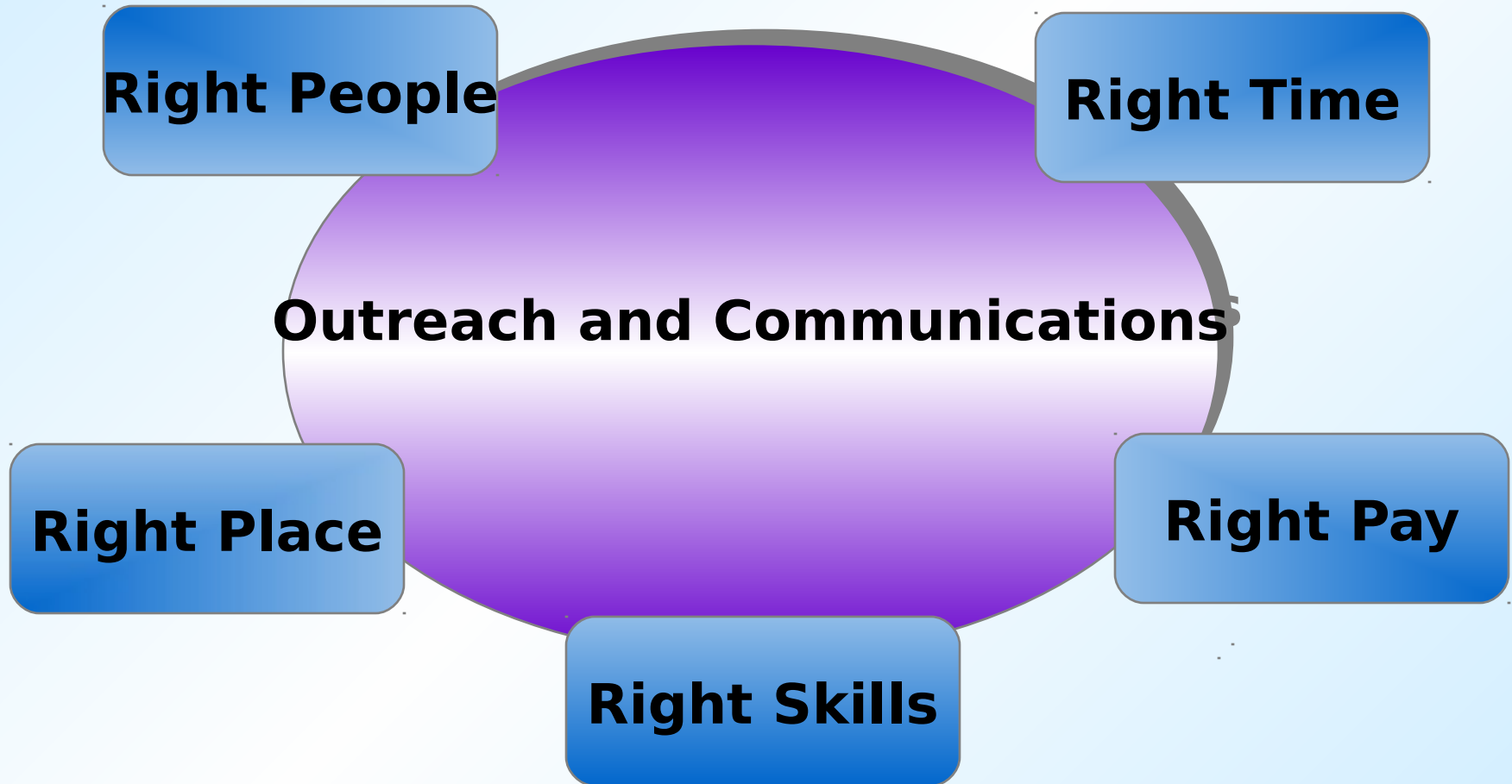


Emerging Themes

- **Move from functional stovepipes to concentric circles**
- **Re-examine what certification and critical acquisition positions mean**
- **Look at concept of Acquisition Corps**
- **Make roles and responsibilities clear**



Shaping the Future Innovative Workforce





Outreach and Communication

- **Continuous Learning requirement for 80 hours within two years**
 - **DAU CLC website has over 40 courses**
 - **Additional 20+ courses schedule each fiscal year**
- **Outreach efforts planned in major areas**
(e.g., acq of services, transition planning, etc.)



Outreach and Communication Guide

PROBLEM: Inconsistent in our approach to new initiatives, policy and training out of sync

SOLUTION: Need to develop an Outreach and Communication template to be used for each new initiative

- Template ensures messages are clear, target audiences defined, and appropriate media identified
- Training availability closely follows policy approval



Athena Search Engine

Searches Department of Defense Websites and Document Libraries

- **Intelligent Context Engine** - The highest levels of precision & recall in response to users' natural language queries, enabling effective knowledge discovery across multiple document formats, server types and locations, using a unique peer-to-peer distributed architecture.
- **Dynamic Focusing Engine** - Real-time document analysis to create concise summary of each document, providing users with the most context relevant sections of the most relevant documents within the displayed results list.

Automatic data-driven mining and discovery at query time of hidden implicit knowledge, *in context* with specific knowledge need:

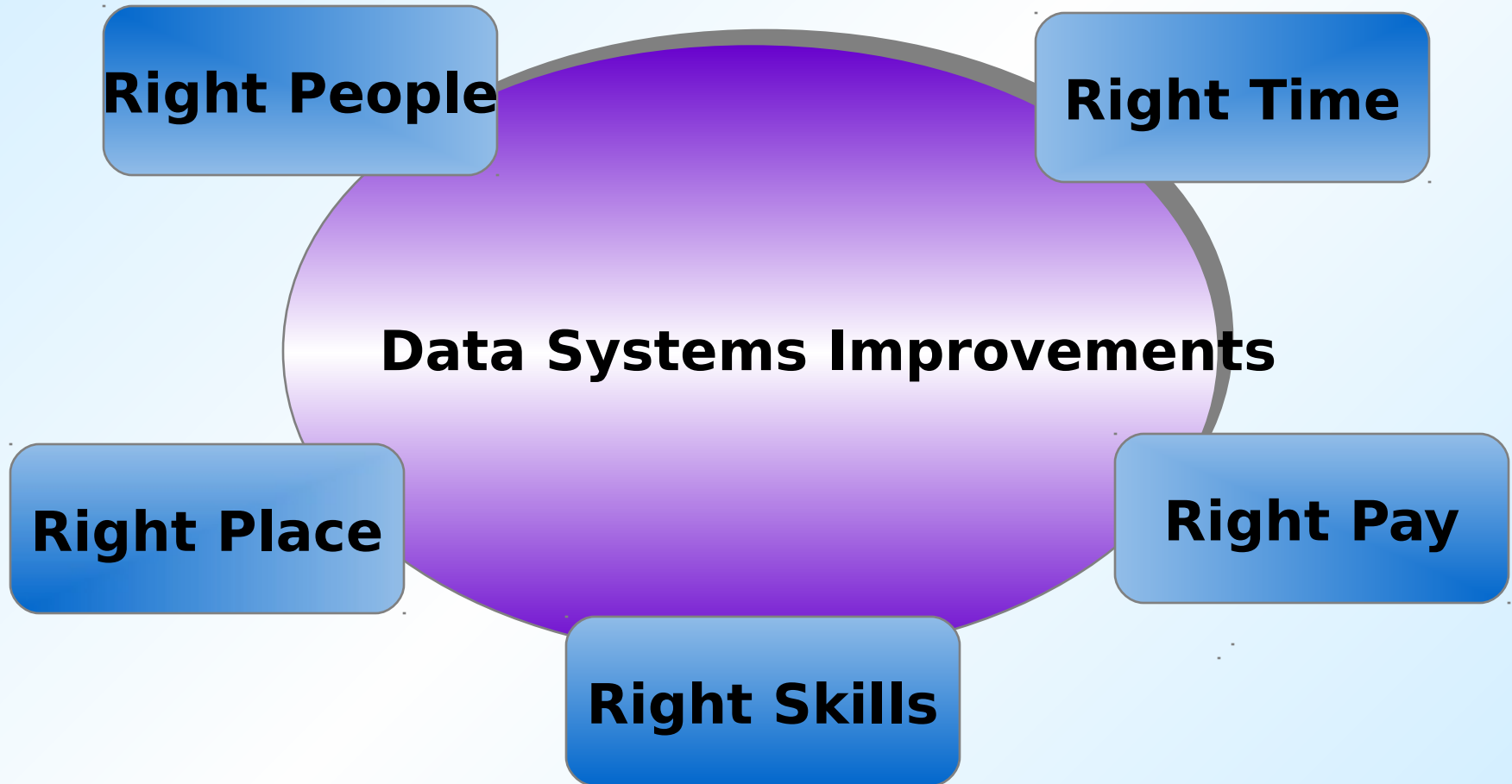
- **People Names**
- **Concepts (Noun Phrases)**
- **Company Names**
- **Domain Specific Concepts**

Web Address:

- http://acqpolicy.acq.osd.mil/athena/admin/au2/ars_home



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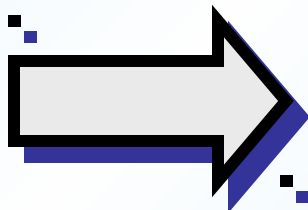




DoD AT&L Workforce Data Management Initiative

Modern DCPDS Changes

- Adds “batch update” capability to give DACMs ability to update or correct data
 - Improves current Certification area; adds Continuous Learning and other new data fields;
- *Improves Quality of Data*



Workforce Data Management Initiative

- **Central Data Repository** expands partial “Acquisition” database; receives frequent updates via direct data feeds from personnel systems
 - *Eliminates DoD 5000.55 reporting*
 - *Provides central, more current source for all acquisition data*
- **Workforce Management Information System** provides capability to collect, analyze, disseminate, and report on a multitude of demographics on the AT&L Workforce, both on a recurring and ad hoc basis.
 - *Improves access to data*
 - *Enables more timely responses to inquiries about the workforce*
 - *Provides tools to support better*



CONCLUSION

Creating a culture of -

**INNOVATION
FLEXIBILITY
CREATIVITY
AGILITY**

**Where success for the
warfighter depends on ...**



CONCLUSION

YOU!